

DDA SUBJECT FILE COPY

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

87-0486X

DATE

4 March 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DDA

WAD

2.

ADDA

5 MAR 1987

5 MAR 1987

3.

EXA

5 MAR 1987

3/5

R

4.

5.

6.

7.

8.



9.

D/OP

10.

11.

12.

13.

14.

15.

Attached is a copy of possible statement by ADCI at 10 March SSCI briefing regarding NFIP. A copy was provided to OCA on 4 March.

DD/A REGISTRY

FILE: 100-18

At the heart of the CIA's success as an organization has been its outstanding career workforce, composed of so many exceptionally gifted individuals motivated, not by money or public acclaim, but by patriotic considerations and the satisfaction of doing work critical to national security. However, modern job seekers tend to see job hopping as the road to career advancement, whereas many of their predecessors saw career growth within the context of loyalty to a single employer and a stronger commitment to public service. To be prepared for the 1990's, we need to maintain a career work force of intelligence professionals who are seasoned, who have perspective, discipline, integrity and maturity of judgment. To accomplish this, we are designing a new comprehensive, integrated human resource management system to improve our ability to compete for, develop and retain such employees.

Let me touch on only a few of the things we are doing and plan to do:

- *We are investing more heavily in human resource planning, including an integrated human resources data base and computer programs, so that as mission requirements change, managers have better information on skills requirements and the relative cost of acquiring these skills through recruitment, internal reassignments or training.

- *We are developing better defined career paths so that employees gain breadth of experience as well as depth of knowledge, attain higher skill levels and grow to fulfill their potential.

- *We are placing more emphasis on training so that employees remain at the cutting edge in their specialties and are re-trained as requirements change.

- *We are exploring better dual career track programs so that specialists can advance in their careers without going into management.

- *We are reviewing pay-for-performance and incentive programs so that we can better reward the key contributors and those who tackle the most difficult projects.

- *We are developing new salary ranges so that we have flexibility to pay entry level personnel in high skills occupations the appropriate salary without being forced, as is the case in the GS system, to move them to a higher than entry level grade.

- *We are developing broader pay grades so that promotion represents a major career step made in recognition of a significant increase in responsibility, for example to the full performance level, to the expert level or to the management level.

- *We are exploring flexible benefit programs to meet the individual needs of employees at different stages of their lives and careers.

- *We want to reward, not penalize, our dedicated employees who return millions of dollars of annual leave to the government each year by exploring leave buyback programs so that these employees might trade leave for other benefits.

- *Finally, we cannot stand by and watch our relatively young and very talented managers being lured out of government service when faced with the escalating costs of higher education for their children. We want to make it easier for them to stay with the Agency and we are exploring how to address this problem.

Many of the initiatives we are considering can be achieved within our existing personnel authorities, but other design elements of the new human resource system represent bold new approaches which will need new legislative authority. We hope you will support these initiatives as we strive to change our current system to ensure our ability to compete for the skills and the talent we will need to maintain a first-class intelligence service.